

## Financial Management Action Plan Homework

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We have a CSI issue in our Service Department. My goal is to increase our CSI score from 87% of our Regions average to Regional Average in 60 days (December 31<sup>st</sup> 2018 to February 30<sup>th</sup> 2019).

# Service Satisfaction, NPS®, & SQI Scores

12/31/2018

Qtr 4, 2018

				Satisfaction Score
Service	ID	Reg/Dist Code	Returns	SS
Subaru West (WST)	WST	080	30,437	777
Subaru of Portland <a href="#">detail</a>	402558		243	680
December 2018			91	671
November 2018			77	697
October 2018			75	674

I plan to achieve this goal by sharing with the entire service staff our CSI standings compared to the Region, our goal of increasing our Satisfaction Score to at least the Regional Average and a plan to do so.

I will track our progress and share the results from Subaru weekly with the entire staff.

The owner of Subaru of Portland, Mike O'Brien, is attempting to acquire an open Subaru point in Seattle and achieving this goal will help him do so. As customer satisfaction increases so does customer loyalty, profitability and repeat business.

### Potential Obstacles:

Veteran employees refusing to change.

Small drive customer bottleneck.

Long wait for next available appointment.

Communication with work in process customers.

Long wait to pick up vehicle when work is done.

### Potential Solutions:

Pay Plans and Bonuses tied to individual CSI Scores.

Service Specials during slow times and increased staff.

Open Service Drive, increase staff, adjust appointment schedule.

Service BDC, increase staff, upgrade phone system, texting.

Service Writers Self Cashiering and additional staff.

All of the Service Writers, the Service Department Manager, the Service Drive Porters and Service Cashiers will need to work together to improve our CSI score.

Specific Action Steps:

3 Meetings with staff Writers, Porters and support staff in each meeting	January 2-January 4 <sup>th</sup>	Yes	Provided lunch shared current standings and asked for ideas of how to improve. All bought in.
Announce New Pay/Bonus Plans based on CSI	January 7 <sup>th</sup>	Yes	
Review of all surveys received by SM	Daily	Yes	
Set up Service BDC for Incoming Calls	January 10 <sup>th</sup>	Yes	Up and running 1/20
Meeting to discuss progress with staff	January 18	Yes	
Meeting to discuss progress with staff	January 25	Yes	
Hire additional Service Writers	End of January	Yes	Hired 4 Service Writers
Hire additional Express Writers	End of January	Yes	Hired 2 Express Writers
Hire additional Service Porters	End of January	Yes	Hired 4 Service Porters
Hire additional Service Cashier	End of January	Yes	Hired 1 Cashier (2/11)
Upgrade Phone System	End of January	Yes	Done on 2/11
Add Self Cashiering	End of January	Yes	Done on 2/4
Meeting to discuss progress with staff	February 1	No	Month end all busy
Add additional lifts	February 1	Yes	Moved lift added scissor lift and additional lift
Add Car Wash	End of January	NO	In Process
Meeting to discuss progress with staff	February 8	Yes	

January Results:

96% of Regional score. Only 4% away from target!

## Service Satisfaction, NPS®, & SQI Scores

1/31/2019

Qtr 1, 2019

				Satisfaction Score
Service	ID	Reg/Dist Code	Returns	SS
<b>Subaru West (WST)</b>				
January 2019			9,541	792
<b>Subaru of Portland</b>				
January 2019	402558		85	741

Meeting to discuss progress with staff  
 Meeting to discuss progress with staff  
 Meeting to discuss progress with staff

February 15  
 February 22  
 March 4